# Facilitator CHIPs

## Constructive, Helpful, and Informative Practices

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*Facilitation Services Available:*

- Process Improvement
- Team Building
- Change Management
- Strategic Planning
- Customer Focus and Assessment
- Baldrige Quality Award Criteria for Performance Excellence
- Valuing Differences
- Problem Solving, Decision Making, and Consensus Building Tools
- 360° Feedback Instruments
- Problem Identification and Clarity
- Reengineering
- Integrated Organizational Renewal
- Facilitator Skills Training for Supervisors

For more information about facilitator services or to suggest a CHIP topic, e-mail or call:

Butch Brant  (865) 576-4087
or
Donna Riggs (865) 576-0063

Visit the Facilitator Program Web Page at
www.oakridge.doe.gov/fac
or
www.oro.doe.gov/fac

## Baldrige Basics: Results

The approach and deployment criteria describe the systems and processes in place to guide the organization to success. These systems and processes determine the results that happen. Results are the charts and graphs that show what happened as a result of the hard work done by our organization – the report card. To evaluate strategies and goals, we need some way to objectively tell whether they worked or not. Reinforcement or redirection can then be applied.

Results should have clean, uncluttered graphs and charts that are easily understood with the desirable direction for trending clearly noted and any internal goals or targets also identified. Comparisons with either best-in-class or direct competitors should also be clearly noted on the charts. Data points over at least three years are needed to determine whether a trend exists with five years being desirable to firmly establish a trend. Sustained excellent performance is also acceptable. We can't be expected to show improving trends if performance is practically perfect on a long-term basis.

Business Results is divided into five sections:

**Customer Focused Results** includes customer satisfaction results segmented by customer group and market segment, and product and service performance results.

**Financial and Market Results** includes gains and losses of customers or market share and typical financial measures around sales, return on investment, and profit. Since we don't earn profit, we can measure earned value (% work done for % of funding spent) and uncosted balances over time.

**Human Resource Results** includes safety, turnover, employee morale, absenteeism, training effectiveness, percentage of employee suggestions that are implemented, recognition of employees and compensation.

**Supplier and Partner Results** includes both soft and hard data to reflect the performance of suppliers and partners to our requirements. Data for only the major suppliers that spend the majority of our money are needed.

**Organizational Effectiveness Results** is the section for performance measures that are unique to our business or industry. Results from special initiatives driven by management that don't easily fit in the first four sections can be reported here.